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ABSTRACT

Focusing on Santa Fe Community College's (SFCC's) second year of operation, this report provides information on the mission, purposes, and governance of the college, as well as an overview of the year's major accomplishments and a look at future directions. Section I briefly reviews second-year developments and accomplishments, including a variety of institutional self-study, evaluation, and planning activities. Section II considers the mission and purposes of SFCC, enumerating the guiding principles for the college, its major overall goals, its general education policy, and specific second-year institutional goals. In section III, aspects of institutional governance are addressed, including the SFCC board, administrative structure, and college councils and committees. Section IV provides information showing the major accomplishments during 1984-85 in the areas of instruction, student profile, community services, student services, finance, administrative services, affirmative action, physical plant, community relations, and the SFCC Foundation. Included in this section are tables providing data on courses offered, student enrollment and characteristics, program costs, and revenues and expenditures. Section V, which offers information on institutional planning and evaluation, discusses accreditation, the planning environment, planning assumptions, major long- and short-range goals, and institutional objectives for 1985-86. (MPH)

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The President's Annual Report 1984-85

THE PRESIDENT'S ANNUAL REPORT
1984-1985

SANTA FE COMMUNITY COLLEGE
2600 Camino Entrada, Joseph Valdes Industrial Park
Santa Fe, New Mexico 87501

William C. Witter, President

Board
Gene R. Fulgenzi, Chairman
Gloria M. Lopez Gomez, Vice Chairman Dr. Joe L. Hernandez, Secretary
Albert "Al" Romero, Member Michael Francke, Member

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SANTA FE COMMUNITY COLLEGE
Board, Staff and Faculty
1984-1985

BOARD

Gene R. Fulgenzi, Chairman
Gloria M. Lopez Gomez, Vice Chairman
Dr. Joe L. Hernandez, Secretary
Albert "Al" Romero, Member
Michael Francke, Member

OFFICE OF THE PRESIDENT
William C. Witter, President
Agnes A. Rivera,
Secretary to the President
Bonnie L. Keckhaver, Clerical
Specialist

PLANNING AND RESEARCH
Rosalie A. Bindel, Director

COMMUNITY RELATIONS
Debra L. Halsey, Coordinator

ADMINISTRATION
Thomas E. Wilson, Dean
Ralph Sena, Director of Accounting
Joyce Hirman, Accountant
Gilda Espinoza, Accountant
Arthur Ortiz, Accounting Technician
Charlene Sanchez, Accounting
Technician
Alice Ortega, Personnel
Technician
Jean Archuleta, Accounting Clerk/
Payroll
Susan Connolly, Accounting Clerk
Phyllis Moya, Accounts Payable/
Computer Operator
Martha Martinez, Receptionist

PHYSICAL PLANT
Donald Cooper, Maintenance/
Custodian Technician

COMMUNITY SERVICES
Rita Martinez-Purson, Dean
Pauline Vigil, Administrative
Secretary

STUDENT SERVICES
Anthony E. Garcia, Dean
Anna Tupler, Administrative
Secretary

ADMISSIONS AND RECORDS
Michael Costello, Director
Geri Snyder, Clerical
Specialist
Geri Neumann, Clerical
Specialist
Mary Schruben, Student
Records Technician
Laura Barela, Financial Aid
Coordinator
Sheila Schreiber, Coordinator
of Recruitment & Student
Development

GUIDANCE SERVICES
Rebecca Phillips, Director
Christina Varela, Clerical
Specialist
Letty Naranjo y Lujan, Career
Placement Counselor
Augustina Lopez-Snideman,
Coordinator Student
Services
Robert L. Martinez, Counselor

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INSTRUCTION

John M. Pacheco, Dean
Bernadette Tennyson,
Administrative Secretary
Tina Ludutsky-Taylor, Coordinator
of Program Development
Bea Davis, Coordinator of Staff
& Organizational Development
Adrian Bustamante, Division Head,
Arts and Sciences
Roberta Chavez, Clerical
Specialist
Sterling Garwood, Instructor,
Arts and Sciences
Jay Maurer, Instructor, Arts
and Sciences
Vernon Vanderwork, Instructor,
Arts & Sciences
Randy Grissom, Division Head,
Business and Occupations
Flora Dow, Clerical Specialist
Sarah Valdez, Instructor,
Business and Occupations
Lee Cartwright, Instructor,
Business and Occupations
Phillip Cole, Instructor,
Business and Occupations
Arthur Sanchez, Instructor,
Business and Occupations
Bill Dunn, Computer Lab
Technician
Sandra Romero, Clerical
Specialist
Patricia Sullivan, Computer Lab
Technician
Sandra Hindman, Director of
Nursing

DEVELOPMENTAL STUDIES (ACE)

Meredith Machen, Division Head
Sylvia Medina, Library
Technician
John Garcia, Instructor,
Developmental Studies
John Pantano, Instructor,
Developmental Studies
Conchita Ortiz, Tutor Aide
Patricia Bramlett, Coordinator
of Adult Basic Education
Chris Abeyta, Tutor Aide

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SANTA FE COMMUNITY COLLEGE

The President's Annual Report
1984-1985

TABLE OF CONTENTS

I. OVERVIEW: ON THE MOVE IN THE SECOND YEAR 1

II. MISSION AND PURPOSES 3

A. Mission 3
B. Guiding Principles 3
C. Goals 4
D. General Education Policy Statement 5
E. Second-Year Institutional Goals 6

III. INSTITUTIONAL GOVERNANCE 8

A. SFCC Board 8
B. Administrative Structure 9
C. College Councils and Committees 10

IV. THE YEAR'S MAJOR ACCOMPLISHMENTS AT A GLANCE 13

A. Instruction 13
B. Students 17
C. Community Services 19
D. Student Services. 20
E. Finance 24
F. Administrative Services 25
G. Affirmative Action 26
H. Physical Plant 27
I. Community Relations 28
J. SFCC Foundation 29

V. INSTITUTIONAL PLANNING AND EVALUATION 30

A. Accreditation 30
B. Planning Environment. 31
C. Planning Assumptions. 32
D. Major Long-Range Goals. 35
E. Major Short-Range Goals 35
F. 1985-1986 Institutional Objectives. 38

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SANTA FE COMMUNITY COLLEGE
THE PRESIDENT'S ANNUAL REPORT
1984-1985

I. OVERVIEW: ON THE MOVE IN THE SECOND YEAR

Santa Fe Community College began the academic year by acquiring land to build a campus, becoming a candidate for accreditation, and surpassing administrative enrollment projections. The College moved on to increase course offerings and occupational degree programs, establish an adult basic education program, offer student financial aid, hold the first public College Board election, add $6 million to funds for the new campus, and award degrees and certificates at its first formal graduation. Promoting student success with quality educational programs and services remained a primary goal. The year's accomplishments continued to reflect strong support from the public, external agencies, and the SFCC Board. Highly productive College employees performed in a service role while recognizing the satisfied student as the College's best advertisement.

Moreover, the College conducted several institutional self-study, evaluation, and planning activities, including surveys of its various constituencies to assess reactions to the College and workshops to review achievements and goals. Survey results indicated a high awareness of the College's mission and purposes, equal educational opportunity, and programs and services. These planning and evaluation activities have also led to a statement of College long- and short-range goals and annual institutional objectives.

The College is currently implementing educational programs for the New Mexico Department of Corrections and a nursing program, developing

professional development activities at all levels, initiating a student learning outcomes study, preparing for an on-site North Central Association evaluation, and planning a permanent campus that is to be both functional and beautiful. A schematic for the new campus has been completed, and additional spaces for full-time faculty, the nursing program, and the Learning Resource Center are being created in the currently occupied temporary facility.

This report further highlights these and other second-year developments and activities including a review of the College mission and purposes, institutional dynamics, major accomplishments in each of the divisions, and future directions.

II. MISSION AND PURPOSES

The basic mission of Santa Fe Community College--to provide a comprehensive community college level education for the people of the community at a reasonable cost--remains unchanged. The various means by which the College strives to maintain programs and services that are consistent with its basic mission and responsive to the changing needs of the community have been reviewed. As a result, the current statements of guiding principles and goals reflect recent revisions.

A. Mission

The mission of Santa Fe Community College is to provide for members of the community quality learning experiences which will assist them to live effectively as workers, family members and citizens. The College aims to provide an education that aids each individual in attaining a high level of cultural, intellectual, physical and social development, and a high level of technical competence. To accomplish this purpose, SFCC offers at low cost to students the following types of educational programs: occupational, transfer, developmental education, cultural enrichment, guidance and community services. (SFCC Board Policies and Administrative Procedures Manual, Policy No. 201)

B. Guiding Principles

This mission is reflected in a philosophy that values accessibility, individual worth, comprehensiveness, career-orientation, good citizenship, and life-long learning. These values guide the conduct of the College according to the following principles.

1. Every effort shall be made to remove the geographic, economic and cultural barriers to Santa Fe Community College educational programs. All citizens shall be encouraged to continue their education to the limits of their abilities and interests.

2. The College shall attempt to provide a diversity of quality programs consistent with the needs of the community.

3. The College will attempt to instill in all its students an understanding of the value and necessity of work. An appreciation of all workers and a respect for all types of work shall be cultivated.

4. The College shall emphasize that education is a foundation of good citizenship, and that the citizens in a democracy must accept its associated responsibilities in order to enjoy its benefits.

5. The College shall attempt to instill in each student a desire for continued learning that will help him understand and adapt to the many rapid changes in contemporary American society. (SPCC Board Policies and Administrative Procedures Manual, Policy No. 200, Revised)

C. Goals

The College has developed the following goals toward fulfilling its stated mission. Goal #3 has recently been revised to include adult basic education and other programs.

1. To provide a general education program, preparing students to transfer to an institution that grants baccalaureate degrees, to complete college studies with an associate degree granted by the College and/or for personal development.

2. To provide occupational education and training at a semi-professional level leading to employment in business, industry and government.

3. To provide basic skills education, including preparatory or developmental instruction, adult basic education and other programs designed to meet individual educational goals and to provide underprepared students with access to entry-level employment and/or postsecondary education.

4. To provide community services programs in areas of business/professional training, personal development and cultural and recreational activities.

5. To maintain the educational open enrollment admissions policy for all prospective students who desire and can benefit from learning opportunities.

6. To provide a broad program of student advising, counseling, testing, financial aid, career planning and human development services readily accessible to all students.

7. To provide for efficient and prudent financial management of the College to enhance the quality of services.

8. To provide an appealing educational environment adequate for present and future enrollments that is affordable and accessible to students. (SPCC Board Policies and Administrative Procedures Manual, Policy No. 201, Revised)

D. General Education Policy Statement

The SFCC Board continues to recognize the primary role of the administration and faculty in the implementation of the College's education philosophy. The Board has instructed administrators to request faculty to keep in mind specific objectives in harmony with these purposes and to monitor desired student learning outcomes. In response the faculty recently reviewed and reaffirmed the following General Education Policy Statement.

The General Education portion of the College curriculum is comprised of two principal components: basic requirements and distribution requirements. The purpose of the basic requirements is to provide students with basic competency in oral and written communication, quantitative analysis, and computer science. The distribution requirements are designed to provide students with an awareness of the heritage of Western civilization and the humanities as well as a familiarity with the social, behavioral, and natural sciences. These General Education requirements, which have been designed for each of the associate degrees, support SFCC's concept of educating the whole person with the basic attributes of literacy for the contemporary world.

In addition, the General Education curriculum includes a substantial number of non-specialized courses which offer a broad perspective, which relate subject matter to general and fundamental intellectual issues, and which stress the development of communication and critical thinking skills.

Upon graduating from SFCC, students should be able to use learning experiences to:

- think critically and make reasoned choices by acquiring, analyzing, synthesizing and evaluating knowledge;
- read, listen, write and speak effectively;
- understand and use quantitative information;
- understand basic computer operations and applications;
- clarify personal strengths, values and goals in relation to cultural values;
- have the knowledge and skills necessary for effective citizenship; and
- recognize the value of aesthetics.

Students may select General Education courses for personal enrichment and/or to fulfill certificate or associate degree requirements. (Instructional Council, 12.20.83)

In addition, the faculty and staff are continuing to respond through

a variety of staff development, research, planning and evaluation activities. Among these are the updating of rationale statements for the various curricula and studying course syllabi to determine the extent SFCC educational goals are present and how well they are being met.

E. Second-Year Institutional Goals

The mission and purposes of the College have been focused and guided by its second-year institutional goals. These have continued to address SFCC needs during the College's initial period of development. Specific 1984-1985 goals included the following:

1. To develop and implement a system of monitoring and improving the quality of classroom instruction.

2. To continue to develop and improve a comprehensive offering of curricular programs consistent with community needs.

3. To develop and implement an adult basic education program.

4. To begin the development of the Santa Fe Community College library, including general, reference and occupational collections.

5. To develop special outreach programs and services for the community including new programs for agencies and businesses.

6. To conduct a continuing recruitment program that results in increased citizen educational participation and institutional FTE: 1984-1985 Goal = 500 FTE.

7. To install a student financial aid system that helps students achieve their educational goals who might not otherwise be able to do so.

8. To provide opportunities for students to assess abilities, interest, skills and aptitudes through use of testing, computer assistance and counselor assistance.

9. To refine the student retention (Early Alert) program.

10. To develop student programs on personal skills which have life-long usefulness. (Examples: coping with change, managing stress, leadership development and effective social interactions)

11. To involve students in the evaluation of current services and in future program planning activities.

12. To refine the articulation process for all Santa Fe Community College students transferring to four-year institutions.

13. To develop job placement services in conjunction with student cooperative and internship programs.

14. To organize and implement systematic procedures for institutional data collection, analysis and reporting.

15. To establish an institutional planning system that relates resource allocations to operational priorities.

16. To review the personnel system and affirmative action processes.

17. To begin the development of staff development programs.

18. To provide adequate, cost efficient and attractive facilities for College programs and services.

19. To monitor and coordinate with the College architect to ensure that an outstanding campus design is developed for Santa Fe Community College.

20. To identify equipment in all College programs that will be needed in the new facility.

21. To establish coordination of external funding information, proposal development and reporting procedures.

22. To create a priority listing of programs, services and equipment needs to be addressed through external funding sources over the next three years.

23. To continue to secure adequate operational and capital outlay funds from the New Mexico Board of Educational Finance and the Legislature.

24. To refine all institutional publications and documents for public use.

25. To continue to develop a comprehensive community relations program that keeps the public informed about Santa Fe Community College's programs and services.

The many accomplishments towards meeting these goals have been noted in later sections of this report. All goals have been reviewed and refined in relation to long- and short-range planning as presented in the last part of the report concerning future directions.

III. INSTITUTIONAL GOVERNANCE

A. SFCC Board

The five Santa Fe Community College Board encumbents retained their positions in the first public Board election March 5, 1985. They had been appointed by the Santa Fe Public Schools Board of Education to the SFCC Board in 1983 with the opening of the College. Gene R. Fulgenzi, an educator, defeated John Sullivan, a civil engineer, in the only contested race.

At the first Board meeting after the election, members drew lots for the following terms: six years, Michael Francke and Albert "Al" Romero; four years, Gene R. Fulgenzi and Gloria M. Lopez Gomez; two years, Dr. Joe L. Hernandez. Hereafter, board members will be elected for a term of six years from April 1 after their election, and elections will be held the first Tuesday in March of each odd-numbered year.

The Board is charged with responsibility for establishing the policies which determine the quality and direction of the development of the College, establish an effective management for the College, and assist the institution in carrying out the approved objectives and philosophy. The SFCC Board delegates to an appointed President the responsibility for administration of the College in accordance with its established policies.

Although College board members serve without pay, the position demands a substantial commitment of time and energy. The current Board continues to deserve high marks as individuals and as a group in their support of the College during its initial development phase and in their dedication and willingness to serve the College above and beyond what might ordinarily be expected.

The officers are elected by the Board and consist of the Chairman, Vice Chairman, and Secretary. The Board meets monthly throughout the year. It is informed about the College's overall operations by the President, who represents the College to the Board. Instructional, financial, support services, and other institutional reports are presented by faculty and administrators.

B. Administrative Structure

The present administrative structure includes the President as the chief executive officer and a team of administrators.

The Dean of Instruction, the chief academic officer, is responsible for the administration and supervision of credit instructional programs, including assessing educational needs, designing instructional programs, supervising and evaluating instructional personnel, and coordinating instructional support services.

The Dean of Community Services is responsible for administration and supervision of the community services program, including assessing community needs and planning, developing, implementing, marketing, and evaluating non-credit courses, workshops, conferences, and symposiums.

The Dean of Students is responsible for the administration and supervision of the total student services program including recruitment, admissions, registration, records, guidance, counseling, student programs, career services, orientation, retention, discipline, and financial aid.

The Dean of Administration is responsible for the administration and supervision of the College's financial operation, physical plant, personnel system, central data and word processing.

The Director of Planning and Research is responsible for

coordinating institutional planning, research, accreditation, grants and development, and serves as a curriculum specialist and the Affirmative Action Officer for the College.

The Coordinator of Community Relations is responsible for College public information services, programs and publications which integrate public relations and marketing programs so that the community is kept aware of SFCC and its programs.

Chart I at the end of this chapter represents the College's organization.

C. College Councils and Committees

College committees provide for the involvement of the College administration, faculty, support staff and students in making recommendations in those matters resulting in decisions which ultimately affect them. Santa Fe Community College has two councils and five committees as part of its formal organization.

1. Administrative Council

The purpose of this Council is to coordinate the various policies, procedures and mechanics involved in operating a smoothly functioning college. Chaired by the President, the Council meets weekly throughout the calendar year and is an informal, non-parliamentary group including the Dean of Instruction, Dean of Community Services, Dean of Students, Dean of Administration, Director of Planning and Research, Coordinator of Community Relations and others as invited.

The Administrative Council has become a forum for information-sharing and for discussion of a wide array of problems and issues. It provides the President an opportunity to give and seek advice, provide counsel and give direction toward goals of the College within the framework of Board policies.

2. Instructional Council

The purpose of this Council is to coordinate the development of academic policy and curricula and to make recommendations to the Dean of Instruction. During the College's second year, all instructional staff were members of this council including the Arts and Sciences Division Head, who served as chairperson.

Since the size of the instructional staff has increased three-fold since the opening of the College, the Instructional Council is currently studying its organization and membership.

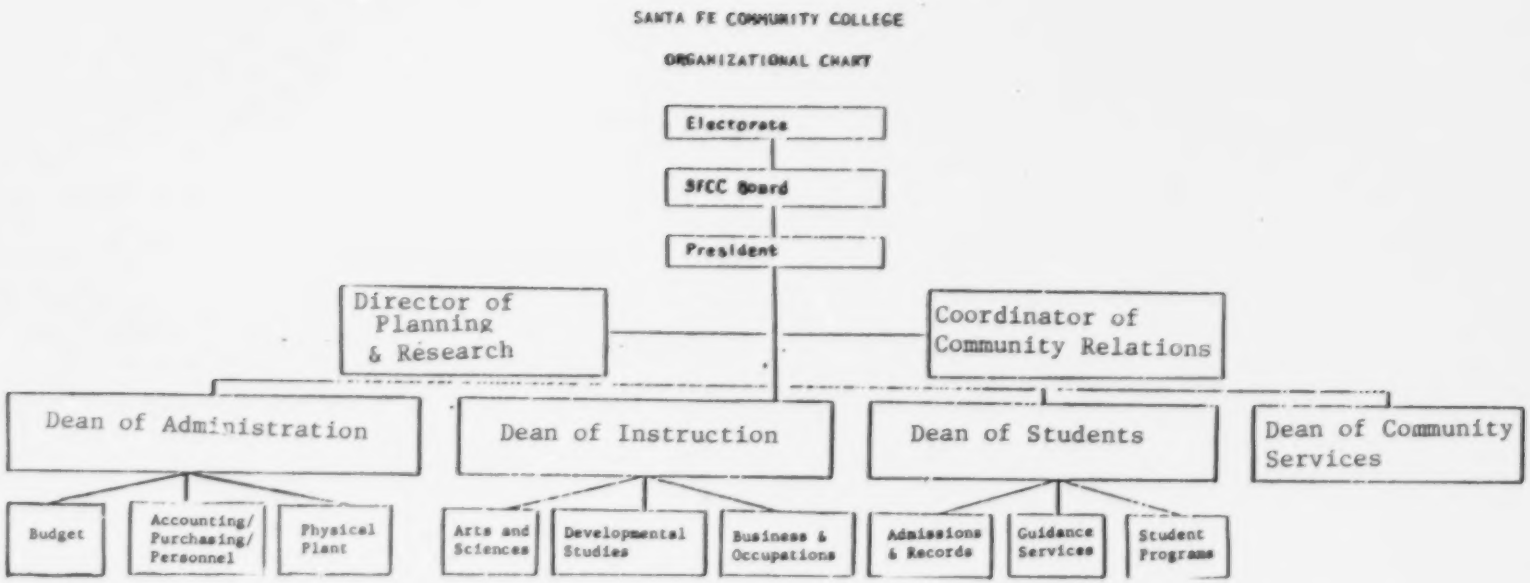
3. Other Committees

The President is responsible for the establishment of standing and ad hoc committees. Standing committees include the following: Student Academic Grievance Committee, Student Non-academic Grievance Committee, Personnel Review Committee, Faculty Review Committee and Student Judicial Board. These committees have been relatively inactive because most items that fall within their purview have been resolved at a less formal level.

Because it is the goal of the College not to become encumbered with unnecessary bureaucracy, the College continues to rely on ad hoc committees in dealing with many of its tasks.

Contacts with external organizations and agencies and the selection of citizen advisory committees are coordinated by the President.

CHART I


SANTA FE COMMUNITY COLLEGE
ORGANIZATIONAL CHART
Electorate
SFCC Board
President
Director of Planning & Research
Coordinator of Community Relations
Dean of Administration
Dean of Instruction
Dean of Students
Dean of Community Services
Budget
Accounting/ Purchasing/ Personnel
Physical Plant
Arts and Sciences
Developmental Studies
Business & Occupations
Admissions & Records
Guidance Services
Student Programs

IV. THE YEAR'S MAJOR ACCOMPLISHMENTS AT A GLANCE

Accomplishments highlighted in this section cover the period from Summer 1984 through Spring 1985.

A. Instruction

1. Program and Course Offerings

- Degrees developed through Spring 1985:

Associate of Arts
- Liberal Arts
- Business

Associate of Science
- Computer Science*
- Pre-Engineering*

Associate of Applied Science
- Accounting
- Banking
- Computer Science*
- Criminal Justice
- Culinary Arts*
- Drafting (Architectural)
- Electronics*
- Nursing (Beginning January 1, 1986)*
- Real Estate*
- Secretarial Technology
- Surveying
- Word Processing

*Developed during the current year.

- Certificates developed through Spring 1985

- Accounting
- Architectural Drafting
- Banking
- Computers in Small Business
- Corrections
- Culinary Arts*
- Electronics*
- General Business
- Real Estate*
- Surveying
- Word/Information Processing

*Developed during the current year.

- 441 credit course sections were offered by full and part-time faculty generating 17,473 student credit hours and 582.4 annual FTE.

	Summer 1984	Fall 1984	Spring 1985
Arts and Sciences	25	85	80
Business and Occupations	15	83	96
Developmental Education	7	26	24
Total Sections	47	194**	200

**A 76 percent increase over Fall 1983 credit offerings.

- Average class size:

  Summer 1984 - 11
  Fall 1984 - 17
  Spring 1985 - 17
  Annual average - 15

- Contracted courses or services (not included above)

  State Department of Education - computer courses
  State Highway Department - curriculum development
  Human Services Department - receptionist training
  Taxation and Revenue Department - computer courses
  Department of Vocational Rehabilitation - computer courses
  Pecos Independent School District - computer courses
  Bank of Santa Fe - banking courses
  Institute of Internal Auditors - computer course
  Penitentiary of New Mexico - electronics, computer science, and developmental studies courses
  St. Vincent Hospital - computer courses and accounting courses
  Sunwest Bank - computer courses
  Santa Fe Legal Secretaries Association - secretarial course
  Public school teachers - computer and recertification courses
  Museum Volunteers - Southwestern prehistory course
  Institute of American Indian Arts - developmental studies courses

- Non-credit workshops were offered at Santa Fe Community College, Santa Fe High School, and St. Vincent Hospital in the following areas: microcomputers, time management, note-taking, test-taking, writing, research techniques, punctuation, grammar, vocabulary development, math anxiety, the metric system, and other academic skill areas.

- The Academic Center for Enrichment provided additional services to 2,119 students.

Service	Students Served
Tutoring	618
Self-paced Work and Skill Development Reinforcement	1,107
Course Placement Evaluations and Advisement	321
Special Workshops (Brown Bag) Sessions	73

- The Adult Basic Education program served 785 participants in 29 classes at 12 sites in its first year of operation. Training was provided for 53 community volunteers who served an additional 41 students. 868 student successes were directly attributable to this program.

Success	ABE Participants
Passed the GED test	111
Completed the English as a Second Language program	184
Received U.S. citizenship	2
Obtained a job	247
Obtained a better job or salary increase	318
Removed from public assistance	6

- Faculty provided academic and degree advisement to non-degree students and declared majors.

Spring 1985	Declared Majors
General Business	216
Occupations	301
Arts and Sciences	202

2. Learning Resources Center

- SFCC initiated its own library and strengthened relationships with other existing library resources in the community.

- Holdings have increased at a rapid rate and at the time of reporting included the following:

  750 books
  70 periodicals
  35 microfiche periodicals

- A variety of video cassettes and other audio-visual materials have either been created or acquired for student and faculty use.

3. Staff

- Students evaluated faculty on a five-point scale as outstanding.

	Total Evaluations	Average Rating
Summer 1984	24	4.44
Fall 1984	128	4.43
Spring 1985	154	4.49

- Staff development activities included a full week of faculty orientation, general faculty meetings for both full-time and part-time faculty, a variety of workshops, student evaluations of instructors, classroom visitations by division heads, off-campus conferences and workshops, regional community college visitations, and a full-day planning workshop. The faculty also developed a standard course syllabus format to be used by all divisions and revised the faculty evaluation instruments. The staff organized and trained the Literacy Volunteers of Santa Fe. A coordinator of staff development has been designated for the College effective July 1, 1985.

4. Program Development

- External funding awards for Developmental Studies totaled $188,000. 1985-1986 awards are expected to exceed this amount.

- More than $600,000 has been committed to SFCC for 1985-1986, primarily for business and occupations programs from the State Department of Vocational Education and JTPA.

- The Federal Communications Commissions has authorized a public radio channel for SFCC.

5. Advisory Committees

- 5 advisory committees gave direction to instructional program development and review. Members of these committees are listed below.

Architectural Drafting

Wayne Lloyd, McHugh Lloyd Associates
Michael Bauer, Arrison Inc.
James Clark, Mimbres, Inc.
Joseph Trujillo, Scanlon & Associates, Inc.
Robert Krause, Robert D. Krause Engineering Co.

Banking Advisory Committee

Becky Thompson, Valley National Bank
Mildred Hermetet, First Interstate Bank
Phillip Torres, Sunwest Bank
Gary Williams, United New Mexico Bank
Ann Rhoades, First Interstate Bank

Criminal Justice Advisory Committee

Richard Johnson, Corrections Department
Clarence Kirby, Penitentiary of New Mexico
Lloyd Mixdorf, Corrections Department
Frank Mulholland, New Mexico Law Enforcement Academy
Ernest Holmes

Disadvantaged, Career Guidance & JTPA Program Advisory Committee

Socorro Aragon, Employment Security Dept.
Tina Ludutsky-Taylor, Santa Fe Community College
Al Salazar, St. Michael's High School
Ben Esquibel, Santa Fe High School
Valerie Brooker, LaFarge Branch Library
Charles Lehman, Employment Security Department

Office Administrative Support Service and Word Processing Advisory Committee

Georgiene Berry, Los Alamos Scientific Laboratories
Becky Johnson, Montgomery and Andrews Law Firm
Loretta McKorkle, Los Alamos Scientific Laboratories
Elsie Nunns, New Mexico Department of Taxation and Revenue
Diane Romero, CRJ Employment Service

Surveying Advisory Committee

Sal Vigil, Land Surveying Co.
Richard Smith, Smith and Williamson Surveying Service
Al Chaparro, State Highway Department
Gary Speight, Cadastral Surveys
Jim Kilby, Sullivan Design Group, Inc.

B. Students

1. 1984-1985 Student Profile

- The semester student profiles for the credit program show a definite increase in the number of returning students and the number of full-time students while the percentage of non-degree students has increased. Most students continue to live in the SFCC district and carry a part-time load. A majority of students are employed either part-time or full-time and schedule their classes late afternoons or evenings.

- Enrollment data is charted below.

	Summer 1984	Fall 1984	Spring 1985
Headcount	474	1,819*	1,709
Credit Hours	1,576	8,149	7,748
Full-time Equivalent	105	543	516
Men	111 (23%)	594 (33%)	595 (36%)
Women	363 (77%)	1,225 (67%)	1,114 (64%)
Full-time	101 (21%)	128 (7%)	140 (8%)
Part-time	373 (79%)	1,691 (93%)	1,569 (92%)
White, Non-Hispanic	229 (48%)	763 (42%)	746 (45%)
Black, Non-Hispanic	3 (1%)	4 (-)	12 (1%)
Hispanic	223 (47%)	990 (54%)	828 (47%)
American Indian/ Alaskan Native	11 (2%)	46 (2%)	54 (3%)
Asian/Pacific Is.	0 (-)	2 (-)	11 (1%)
Other (not given)	7 (2%)	16 (1%)	58 (3%)
First Time Any College	97 (20%)	413 (23%)	352 (20%)
Returning	106 (22%)	504 (28%)	655 (38%)
Readmitted	11 (2%)	62 (2%)	43 (3%)
Transfer In-state	180 (38%)	596 (33%)	421 (25%)
Transfer Out-of-state	80 (17%)	254 (14%)	238 (14%)
Freshmen	83 (17%)	330 (18%)	291 (17%)
Sophomores	57 (12%)	276 (15%)	108 (6%)
Concurrent High School	4 (1%)	7 (-)	29 (2%)
Non-Degree	330 (70%)	1,206 (66%)	1,281 (75%)
In-District	442 (93%)	1,667 (92%)	1,550 (91%)
Out-of-District	11 (3%)	75 (4%)	74 (4%)
Non-New-Mexico Residents	21 (4%)	77 (4%)	85 (5%)
Mean Age	-	31.1	31.7
Withdrawals	24 (5%)	162 (9%)	182 (11%)

*A 73 percent increase over Fall 1983.

2. Commencement

- Bob Barth, KVSF Radio News Director, presented the commencement address at SFCC's first formal exercises May 11, 1985, at St. Francis Auditorium in the Museum of Fine Arts.

- Certificates were awarded to Jo Ann Barela, Computers in Small Business; Brenda Sue Lopez, Computers in Small Business; and Raymond J. Rael, General Business.

- Associate of Arts degrees were awarded to Conchita T. Ortiz, Amy Leigh Pitzer, Delpha Ann Ramirez and Marcy J. Salazar.

- An Associate of Applied Science degree was awarded to Mildred L. Hermetet.

- An Associate of Science degree was awarded to Joanna Alarid Lujan.

C. Community Services

1. Program Areas

- Community Services offered extended programs for the general public in such areas as professional and job related skills, civic and social responsibilities, personal and cultural enrichment and family life; special training programs for specific target groups in business, industry, associations and public/private agencies; and public service programs on current topics that were free to the general public.

- Community Services enrollment increased 43 percent while activities increased 35 percent over last year.

	Activities	Enrollments
Summer 1984	47	562
Fall 1984	139	1,915
Spring 1985	141	1,904
TOTALS	327	4,381

- A new category of offerings "Just for Teens" was developed for Summer and Fall 1985.
- A new variety of offerings of outreach to adults in the service area represented increased activity in basic skills courses.

- Public service workshops included Defensive Driving, Motorcycle Safety, Human Rights Workshops, Finding My Way to College, Burglary Prevention, Helping Parents Enjoy the Teen Years, Rape Awareness, Women's Health Workshop, Crime Prevention, Weight Control and others.

- Program offerings for children increased 61 percent over last year.

2. CS Participant Profile

- No significant changes in participant demographics are indicated from current data. The CS adult participant population continues to be largely professional, non-native

resident, in the 31-45 age category, with some college or a college degree, with a family income level of $30,000 or above. The majority are female with equal numbers single as are married.

3. Instructional Evaluations

- A majority of participants rated their instructors good (13%) or excellent (86%) and indicated a preference for activities of four to eight weeks in length meeting one night a week.

4. CS Revenues

- Community Services continues to be economically self-sustaining in that fees charged must cover program expense.

	Revenue	Recovery
Summer 1984	$ 20,354	$ 469
Fall 1984	66,618	4,706
Spring 1985	64,170	10,849
TOTALS	$151,142	$16,024*

*A 50 percent increase due to increased activity which generated more revenue, no Summer 1983 session, and lower administrative costs resulting from a position vacancy throughtout Spring 1985.

D. Student Services

1. Admissions and Records

- Course transfer agreements were formalized with registrars at New Mexico State University and New Mexico Highlands University to facilitate the transfer of credit for SFCC students.

- As a member of the New Mexico Association of Collegiate Registrars and Admissions Officers, SFCC helped to finalize the General Education Course Equivalence Matrix which has been approved for statewide use by the Academic Council and the Board of Educational Finance.

- SFCC received approval in Fall 1984 for the certification of veterans to receive veterans educational assistance.

	Participating Veterans/Dependents
Fall 1984	22
Spring 1985	20

- Database files including grading information in English and mathematics courses were established to assist faculty in academic advising.

- The enrollment, registration, and change of schedule processes were improved based upon financial aid, business office and other service needs.

- All staff personnel were trained in dBase, a database management system.

- Computer capabilities were expanded by putting instructional, guidance, and admissions computers on a cluster.

- The hardcopy records system was changed from file cabinets to vertical files providing more storage in less space and permitting several workers to access the same group of records at any one time.

- More detailed internal and external reporting concerning student enrollment and projections was provided.

2. Recruitment and Student Development

- Recruitment efforts were refined and expanded including the development of new brochures targeted at adults entering college for the first time and high school students; the update of the prospective student file; the creation of a file for businesses and organizations that were contacted by SFCC administrative and professional staff; window displays at banks, information tables and presentations.

- Other programs instituted for the recruitment of local high school graduates included in class presentations to high school juniors and seniors, visits to counselors and principals, mailings to parents of seniors, ACT/SAT and high school principal scholarships, and individualized letters and packets to seniors based on ACT scores and student special interests.

- An incentive grant was developed and promoted to foster enrollment by first-time college students who had been out of school for a period of time.

- A geographic distribution study was completed to further define SFCC's service area and to help identify specific target groups.

- A pre-census withdrawal report and a follow-up study on local high school graduates enrolled at SFCC were completed.

3. Financial Aid

- The Financial Aid Office was established to provide monetary assistance to eligible students to help defray their educational expenses.

- SFCC expended $165,740 in student financial aid from Fall 1984 through Summer 1985.

	Recipients	Funding	Expenditures
Pell Grant	64	N/A	$43,730
SEOG	30	33,326	14,800
SSIG	25	8,336	8,336
NDSL	0	27,720	0
FWS	12	30,391	10,000
NMWS	4	3,800	3,800
GSL	22	N/A	30,078
SFCC Scholarship	53	9,900	8,757
Private Scholarship	6	N/A	3,858
SFCC Employment	28	N/A	42,381
TOTALS	244	$113,473	$165,740

- Services provided to students included assistance in forms completion, individual and group financial counseling; student worker training and orientation, and financial aid offerings to eligible students.

- SFCC received certification to participate in federal student aid programs.

- Final funding for the campus-based federal programs was received May 1, 1985, allowing only expenditures for the 1985 Summer Session.

4. Guidance Services

- 5,321 individuals were provided personal, academic, retention, and career counseling services, a 390 percent increase in services.

- 1,249 Early Alert referrals were made by faculty. Approximately 85 percent of all withdrawals were processed through Early Alert, and the retention value of students returning to courses as a result of Early Alert was equally successful.

- 688 people used the Career Development Center, a 319 percent increase over last year.

- 20 career and educational information presentations and workshops were conducted for approximately 375 students and the general public including displaced homemakers, participants in the St. Vincent Hospital LPN program, the State Penitentiary pre-release program, and the State Police pre-retirement program.

- A Job Placement Office was established which will also coordinate internships and cooperative education with the Instructional Division.

- 330 students were referred to 323 job announcements resulting in 32 positions being filled by SFCC students, a 266 percent increase in placements compared to first-year efforts.

- A Brown Bag Series was offered to assist students and others develop personal skills in such areas as career skills identification, choosing a major, resume writing, job search techniques, job interviewing, building self-esteem, stress management, time management, leadership development, and effective social interaction. These workshops were videotaped for wider use.

- Special students support services were provided for handicapped students and students participating in JTPA, DVR, and VA programs.

- Peer counselors were trained and utilized in various counseling activities.

- A non-returning student survey was conducted.

5. Student Programs

- Continuous orientation for new and returning students was provided.

- A Speakers Series and a Film Series were planned and presented.

- An intramural sports program, dances, fund-raisers and other student activities and events were sponsored by organized student groups.

- A chapter of Phi Theta Kappa, a scholastic honor society for two-year postsecondary schools, was founded with 16 charter members.

- A student body constitution and election code ratification election was conducted.

- Student body elections were held for 17 student senators.

- A student leadership development program was established providing training opportunities for students through student government.

- A Returning Women's Support Group was formed and Women-in-Transition workshops were presented.

6. Advisory Committee:

Personal Potential Appraisal Project

John F. Fox, Los Alamos National Laboratory
Duane Johnson, Department of Vocational Rehabilitation
Lee Cartwright, Santa Fe Community College
Tina Lopez-Snideman, Santa Fe Community College
Roberto Martinez, Santa Fe Community College

E. Finance

- Revenues for Santa Fe Community College were obtained from a local tax levy, state appropriation, student tuition and fees, and miscellaneous funds.

- A summary of pre-audit revenues and expenditures for the second year of operation is as follows:

	Unrestricted	Restricted
Revenues (Instruction & General)		
Tuition & Fees	270,000	393,500
State Appropriation	1,705,100	44,400
Local Government Appro.	616,000	33,600
Other	65,500	-0-
Total Revenues (I & G)	2,656,600	471,500
Beginning Balance	34,500	-0-
Total Available (I & G)	2,691,100	471,500
Auxiliaries	136,900	-0-
Public Service	128,900	41,300
Grand Total Available	2,956,900	512,800
Expenditures (Instruction & General)		
Instruction	829,900	393,500
Instructional Support	160,000	44,400
Student Services	320,500	33,600
Institutional Support	546,700	-0-
Operations & Maintenance of Plant	319,300	-0-
Total Expenditures (I & G)	2,176,400	471,500
Expenditures (Other)		
Auxiliaries	183,300	-0-
Public Service	118,300	41,300
Student Social & Cultural	1,500	-0-
Total	303,100	41,300
Minor Capital Outlay	255,000	-0-
Grand Total Expenditures	2,734,500	512,800

As a result of the funding provided by the New Mexico Legislature, the College was able to provide necessary staffing, materials and equipment for significant expansion of the instructional program in FY 1985. These funds also allowed for salary increases averaging 8% for all permanent full-time personnel.

F. Administrative Services

1. Financial Management

- An efficient financial management system including budgeting, accounting, and purchasing has been established. Work continues on refining these systems and phasing in automation as needed.

- Santa Fe Community College accounting services ensure disclosure of the results of the business operations and financial position of the College.

- An accounting system has been established that is consistent with national accounting standards and with the requirements of the New Mexico Board of Educational Finance and the New Mexico State Auditor.

- An independent audit was conducted by a certified accounting firm on the College's first full year of operation (FY 1984) with no significant exceptions noted. Some minor changes in accounting practices and procedures were recommended. These recommendations have been implemented. The independent audit for FY 1985 will be conducted in November 1985.

- A computerized inventory control program has been developed. Work is continuing on refining this program.

- Centralized purchasing procedures have been established to ensure the least expenditure of funds without compromising quality for the functions to be served. The new State Procurement Code which went into effect in November 1984 has been fully implemented.

- A central store system of standard materials and supplies has been established as part of the bookstore and receiving operations.

- A system of monthly financial reports has been implemented to keep each department and cost center apprised of the monthly and year-to-date activity. A complete institution-wide report is also provided monthly for administrative management purposes.

- The college purchased its own telephone equipment and uses a reduced-rate, long distance service.

- An automated student accounts receivable system was developed to provide more accurate and timely information to the accounting department.

2. Personnel

Santa Fe Community College recognizes that the quality of any educational institution's program is dependent on the skills, commitment and enthusiasm of its employees. The College seeks to employ only the most outstanding personnel available.

- Personnel policies and procedures have been developed and implemented related to the following: the recruitment and screening of applicants; a position classification system; position descriptions; staff development plans; performance evaluations; grievances; equal opportunity; and personnel records and information.

- A personnel records and information system has been established.

- An employee benefits package including insurance (life, accident, medical, disability and dental) and tuition waivers has been developed and implemented.

G. Affirmative Action

Santa Fe Community College strives to make equal opportunities for education, services, employment and advancement available to all persons.

- The President has delegated to the Affirmative Action Officer the responsibility of monitoring practices to ensure that the intent of Santa Fe Community College equal opportunity policies are being honored.

- A review of employment levels through June 30, 1985, indicates a total of 58 full-time personnel, including 39 females (67 percent) and 19 males (33 percent).

- These are primarily of Hispanic (50 percent) and Anglo (48 percent) backgrounds with two percent Native American.

- The 86 part-time faculty during the Fall semester included 49 males (57 percent) and 37 females (43 percent) who represented Anglo (74 percent), and Hispanic (26 percent) backgrounds. The 92 part-time faculty during the Spring semester included 50 males (54 percent) and 42 females (46 percent) who

represented Anglo (76 percent) and Hispanic (24 percent) backgrounds. The 25 part-time faculty during the Summer semester included 15 males (60 percent) and 10 females (40 percent) who represented Anglo (84 percent) and Hispanic (16 percent) backgrounds.

- All SFCC personnel policies and procedures were reviewed by a private personnel consultant. Some minor modifications were recommended and adopted. A new position classification and salary plan was also adopted.

H. Physical Plant

1. Temporary Campus

- On August 15, 1983, Santa Fe Community College moved to its temporary campus, a 28,000-square-foot building in the Joseph Valdes Industrial Park.

- Building renovations continued during 1984-85 to allow for more office and storage space. As a result, some classroom space was lost. The building currently has nine general classrooms and eight instructional laboratories. Plans for further renovation include the addition of three small classrooms, the conversion of one general classroom to a small library and one to faculty offices.

- Additional space for credit instruction and other services was provided through agreements with various public and private entities including the Court House and Spa; Fort Marcy Recreational Facility, City of Santa Fe; the Institute of American Indian Arts; Santa Fe High School; and Santa Fe Indian School.

2. Permanent Campus

- $5 million in capital outlay for SFCC was approved by the Second Special Session of the 37th Legislature 1985. This appropriation increases College building funds to $11 million when combined with $5 million approved by Santa Fe voters in April 1984 and $1 million included for SFCC in the 1984 Educational Bond Act. The $11 million combined with interest will finance first phase construction of the new campus.

- The site deed was accepted by the SFCC Board for the specific 160 acres donated for the permanent campus by the Rancho Viejo Partnership. The partnership gave the College the option of where to build the campus from two 640-acre sections. The parcel selected is relatively flat, has excellent views, and provides adequate drainage. Included as part of the Rancho Viejo donation is the extension of water, gas, and roads.

- The Master Plan for campus development was completed by the architectural firm of Arrison Inc., working in association with Schaefer and Associates of Wichita, Kansas, and the SFCC Board and staff. First phase construction includes the development of the main campus with classrooms, laboratories, administrative offices, student services and community services and adjacent parking areas. Later phases will include additional faculty offices, classrooms, and laboratories; a theater; physical education facilities; and community use areas such as a conference center.

- A concept design for the campus has been developed which incorporates elements of Santa Fe architecture and features connected spaces with wide corridors surrounding a courtyard.

- The Santa Fe City Council has approved in concept the College's request for water services. Presently it seems most feasible for the College to form a separate water district and buy bulk water from the city. This alternative is already possible under current operating procedures and would not require a change in city policies.

- The SFCC Arts Advisory Committee has been appointed to assist the College in planning and implementing a new facility reflective of the area's rich cultural and artistic traditions.

  SFCC Arts Advisory Committee:

  Sharyn Udall, Chairperson, Author, Lecturer, Consultant
  Rosalie A. Bindel, Director of Planning and Research, Santa Fe Community College
  Ellen Bradbury, Recursos de Santa Fe
  Tom Chavez, Director, Palace of the Governors, Museum of New Mexico
  Sandra D'Emilio, Curator of Paintings, Museum of Fine Arts
  Linda Durham, Linda Durham Gallery
  Jonathan Morse, Attorney at Law
  Lloyd New, President Emeritus, Institute of American Indian Arts, Artist, Consultant
  Pedro R. Ortega, Cultural Studies Instructor, Santa Fe High School

I. Community Relations

- Public relations and publicity strategies--namely, press releases, public service announcements in English and Spanish, monthly calendar events and short items about College activities--were developed throughout the year to promote College activities, programs, and services in both credit and non-credit areas.

- Numerous marketing strategies were implemented including newspaper advertisements primarily before registration for

each enrollment period and a newspaper insert and an occupancy mailing of the schedule of classes.

- A marketing survey was conducted to identify some of the most effective methods by which students were informed about SFCC.

- Numerous brochures and promotional materials about College programs and services were developed.

- A weekly newsletter "Happenings" was produced in coordination with Student Services.

- A yearly contract with a graphic artist was obtained which is not only time-saving but also maintains quality and consistency in promotional materials.

- The historical development of the College is being recorded through photographs and newspaper articles.

J. SFCC Foundation

- The Foundation for the Santa Fe Community College was created to encourage and receive gifts that can be used to support College projects and associated educational activities.

V. INSTITUTIONAL PLANNING AND EVALUATION

A. Accreditation

Since Santa Fe Community College is scheduled for its first North Central Association biennial evaluation December 2-3, 1985, the College integrated its second year institutional planning and evaluation activities with the self-study process for accreditation. SFCC was granted the status of Candidate for Accreditation by the NCA Commission on Institutions of Higher Education in August 1984. The College is now proceeding toward its goal for final accreditation within a six-year period.

The self-study design included planning and evaluation workshops such as those conducted by the Administrative Council in January, the Division of Student Services in March, and the Division of Instruction in April. In addition, the SFCC Self-Study Steering Committee developed and conducted several surveys to evaluate the College's goals and the reactions of its various constituencies to programs and services. These included surveys of students, faculty, staff, advisory committee members, Community Services participants and instructors, and the Santa Fe Community. A report of survey results and analyses was prepared for use by College administrators and planners. The Steering Committee is incorporating information generated through all of the these activities, as well as updated planning documents and annual reports, in completing the Biennial Visit Self-Study by October 1, 1985.

The self-study report addresses the NCA evaluative criteria by providing evidence that SFCC (1) has clear and publicly stated purposes, consistent with its mission and appropriate to a postsecondary educational institution; (2) has effectively organized adequate human,

financial and physical resources into educational and other programs so that it is accomplishing its immediate purposes; (3) is following realistic plans to acquire and organize any additional resources needed to accomplish its stated purposes; and (4) has the potential to achieve accreditation within the candidacy period. It is the College's goal to provide strong evidence that it is achieving its purposes and that it is strengthening its planning efforts.

B. Planning Environment

This section summarizes the updated background information on economic trends, industry and community needs, and student and service area demographics which have formed the basis of the assumptions upon which Santa Fe Community College is planning and developing its programs.

1. Service Area

The boundaries of the Santa Fe Community College District are identical to the boundaries of the Santa Fe Public School District and include the outlying areas of Glorieta, Madrid, Cerrillos, Lamy, La Cienega, Galisteo and Tesuque. The College District covers most of Santa Fe County and consists of 1,080 square miles. Santa Fe County is situated in north central New Mexico and is bound on the east by San Miguel and Mora Counties; on the west by Los Alamos County; and on the south by Torrance County.

Based on 1980 census figures, the population of the College District is 69,276, which represents 92 percent of Santa Fe County's population of 75,360. The City of Santa Fe's population is 48,953. It is expected that Santa Fe Community College will serve the entire Santa Fe County.

2. Economic Trends

The county's economy is influenced by substantial government employment, retail trade, tourism and service activities located in the City of Santa Fe, the largest population center in the county. The City of Santa Fe serves as the county seat as well as the state capital and is the main trade and service center for most of north central New Mexico. Santa Fe is also a major art center with more than 100 art galleries, several museums, music and theater groups, and the annual Santa Fe Opera, film festival, art festival and Indian Market. Santa Fe's economy is further benefited by other major local employers including public schools and hospitals as well as by residents who commute to Los Alamos National Laboratory and to various employers in the Albuquerque area.

The foundation of the Santa Fe economy--state, county, and federal government, the arts and tourism--have remained relatively stable with slow growth over many years. The overall improvement in the New Mexico economy over the last two years has resulted in strong growth in retail trade and services including tourism. New Mexico's manufacturing sector, which has lagged behind the national manufacturing recovery, is emerging with particular strength in the Albuquerque area.

3. Industry and Community Needs

The availability of training programs provided by community colleges has become an increasingly important consideration in business and industry's decisions to relocate or expand. In order to meet these employment needs, community colleges will need to become more active in establishing and maintaining communications with business, industry and government agencies.

Economic development specialists, employed by businesses, banks, public utilities and government agencies, are important contacts who provide key information to industries and businesses considering relocation to New Mexico. These specialists should be kept informed about institutional capabilities to meet many training and retraining needs. Advisory committees play an important role in informing the faculty in specific programs about changes in training needs. Maintaining good relationships with community and professional organizations may function as an effective way of marketing college programs and obtaining information on community needs. Community service activities also assist in marketing the institution and provide a variety of contacts.

4. Student and Service Area Demographics

Enrollments at Santa Fe Community College are expected to reach 800 to 1,000 FTE by 1990 based upon service area population growth only. Campus development, instructional program development, accreditation, and increases in student financial aid may also affect College enrollments. Santa Fe Community College's positive image in the community, which has led to a good participation rate in the College's programs to date, is expected to continue.

The number of part-time students is expected to continue to increase as is the number of returning women over age 25. Overall, there is expected to be a continued emphasis by both occupational and transfer students on specific courses to meet immediate goals and a developing student emphasis on degrees.

C. Planning Assumptions

Because the local and regional environment is complex and rapidly changing, it is not possible to predict the future with accuracy. Nevertheless, the College has made an estimate regarding the very

important probable developments that will have a major impact on its future performance or results. These updated planning assumptions follow.

1. Curriculum

   a. Santa Fe Community College will offer educational programs based primarily on the needs of the local community (individuals, business, industry and government); however, these programs may also be influenced by state and national trends.

   b. Santa Fe Community College will continue to develop both transfer and occupational curricula.

   c. General Studies will be further defined and refined to support transfer and occupational programs.

   d. Basic academic skills needs will be assessed and tied to a strong placement and advisement process.

   e. Santa Fe Community College will strive to meet current local community training needs while planning for future training needs.

   f. Information on training needs will be continually collected and evaluated.

   g. Santa Fe Community College will continue to develop instructional support services to enhance the quality of instruction.

2. Economic

   a. Additional financial constraints in New Mexico may result in tighter funding.

   b. Santa Fe Community College may be placed on the state higher education funding formula.

   c. A second local bond issue will be needed for further facilities development.

   d. Santa Fe Community College must work actively with the local community in staying up to date with technological advances and economic trends.

   e. Santa Fe Community College will aggressively seek additional financial resources, including private and federal funds, to underwrite educational activities.

3. Technology

   a. Training opportunities will continue to arise from replacement/retraining for existing businesses, industries and government agencies in addition to new components within these sectors.

   b. Basic computer knowledge will become increasingly necessary to meet the demands of work and personal environments.

   c. The emphasis of New Mexico's economy in the future will be service, technology, and information oriented.

4. Demographics

   a. While the school age population will continue a gradual decline, the population of Santa Fe County will continue to increase with little change in the composition of the Santa Fe Community College service area profile.

   b. The greatest population growth will be centered on Santa Fe's southern periphery.

   c. Adequate environmental and physical facilities and equipment will be provided to accommodate the growth of Santa Fe Community College.

5. Public Relations

   a. Santa Fe Community College will continue to strive to increase its profile and positive image in the community.

   b. The public will continue to be supportive of the development of the Santa Fe Community College educational programs and campus.

6. Faculty/Staff/Administration

   a. In continuing to employ a high proportion of part-time faculty to full-time faculty, staffing must be adequate to accomplish required tasks.

   b. Santa Fe Community College administrators, faculty, staff and students will support the development and implementation of the strategic planning process.

   c. Santa Fe Community College administrators, faculty, staff and students will support the development and implementation of the long-range plan.

D. Major Long-Range Goals

Santa Fe Community College's efforts to build a service oriented institution will be focused during the next five years on allocating its human, fiscal, and physical resources towards addressing the following major goals:

FACILITIES: To provide for a new campus while maintaining the current facilities.

EDUCATIONAL PROGRAMS: To continue to develop and improve quality educational programs in credit and non-credit areas.

STUDENT SERVICES: To provide improved support services to students.

COMMUNITY RELATIONS: To attract the community to the many educational opportunities and programs of the college.

FINANCES AND BUDGET: To secure adequate funding for the operation of a comprehensive community college.

ORGANIZATION AND ADMINISTRATION: To provide for the efficient administration of internal operations in a supportive and secure environment.

PERSONNEL: To employ and develop the most outstanding faculty and staff possible.

SFCC's goals reflect the values, concerns, and interests of the College in directing its resources to continue to build a tradition of institutional excellence and community responsiveness.

E. Major Short-Range Goals

In its aim to retain the focus on the student and to maintain quality, the College will attempt to accomplish the following goals over the next two to four years:

FACILITIES/EQUIPMENT

- To provide adequate, cost efficient and attractive temporary facilities for college programs and services.
- To develop an outstanding permanent campus that is educationally functional, aesthetically pleasing and reflective of Santa Fe architectural traditions.
- To maintain classroom and office equipment.

- To improve computer capabilities for management information systems, fiscal management, statistical records management and other services.

- To improve word-processing capabilities in offices.

INSTRUCTION

- To evaluate, revise, and improve existing programs.

- To develop new courses and programs.

- To establish effective transition programs between Santa Fe Community College and area high schools and alternative educational programs.

- To continue the development of the Learning Resource Center.

- To ensure appropriate, comparable and consistent standards of academic excellence and achievement within the college.

COMMUNITY SERVICES

- To count appropriate Community Services non-credit courses for FTE.

- To offer appropriate Community Services courses for credit.

- To continue to develop more diverse Community Services program offerings for various age and interest groups.

STUDENT SERVICES

- To increase full-time enrollments.

- To increase area high school graduate enrollments.

- To improve opportunities for students to assess abilities, interests, skills, and aptitudes through use of testing, computer assistance and counselor assistance.

- To increase responsiveness to student needs for financial aid.

- To refine the articulation process for all Santa Fe Community College students transferring to four-year institutions.

- To conduct student follow-up studies and to study further student retention issues.

- To encourage students and student organizations to assume academic, social, cultural, and recreational responsibilities.

COMMUNITY RELATIONS

- To continue to develop a comprehensive community relations program that keeps the public informed about Santa Fe Community College's programs and services.

- To increase the college's profile and positive image in the community.

- To gain more regional publicity for the college.

FINANCES AND BUDGET

- To continue to secure adequate operational and capital outlay funds from the New Mexico Board of Educational Finance and the Legislature.

- To refine the budget process.

- To seek alternative funding sources for new and existing educational programs and support services.

- To increase gifts to the Foundation of the Santa Fe Community College.

- To develop a better understanding among funding agencies of the particular needs of a stand-alone community college.

ORGANIZATION AND ADMINISTRATION

- To refine and implement an institutional strategic and long-range planning system that relates resource allocations to operational priorities.

- To refine and implement systematic procedures for institutional data collection, analysis and reporting.

- To conduct a comprehensive evaluation of programs and services including a student learning outcomes study.

- To seek final accreditation with the North Central Association.

PERSONNEL

- To maintain a functional level of staffing in educational programs and support services.

- To develop a comprehensive personnel and pay plan.

- To refine the performance appraisal system with more frequent feedback to employees.

- To improve the communication network to enhance understanding, participation, and decision-making.

- To encourage professional development.

F. 1985-1986 Institutional Objectives

The College's desired achievements for 1985-1986 include the following:

FACILITIES/EQUIPMENT

- To develop instructional specifications for the new campus facilities.

- To identify equipment in all college programs that will be needed in the new facility.

- To begin architectural drawings of a new campus and prepare for ground-breaking.

- To plan for the development of services to the new campus site.

- To plan for the placement and purchase of fine arts objects for the new campus.

- To provide additional spaces at the temporary campus for additional full-time faculty, the nursing program, and the Learning Resource Center.

- To improve the appearance, safety, comfort, and cleanliness of the temporary campus.

- To purchase a bus.

INSTRUCTION

- To implement the Corrections Education Program at selected New Mexico corrections facilities.

- To implement the nursing program.

- To develop the Learning Resource Center management system and acquire necessary equipment, inventories and catalogs.

- To develop special outreach programs and services for the community including new programs for agencies and business.

- To improve cooperative programming with Community Services.

- To plan and offer television courses.

- To develop and implement cooperative education and internships.

- To continue curriculum development in all areas including new programs or courses in the following areas: child development, medical records technology, paralegal services, solar technology, electromechanical drafting, computer graphics, electronics, premedical science, Southwest studies, and programs for the New Mexico Department of Corrections including industrial arts residential wiring; auto body; air conditioning, heating, ventilation; and auto mechanics.

- To continue planning programs in telecommunications and radio.

- To continue planning for computer assisted instruction.

- To review part-time faculty policies, procedures and benefits.

- To increase full-time personnel in the following areas: sciences, computer science/occupations, general business, secretarial/clerical support, corrections education, nursing, computer laboratory, library, and staff development.

- To initiate and formalize a professional development program for full-time and part-time faculty.

- To increase classroom visitations by the Dean, division heads and department coordinators and directors.

- To review and update course syllabi.

- To review and update general education requirements.

- To increase course placement evaluation among students enrolling for the first time.

- To study entrance tests and exit tests.

- To study possible use of competency examinations.

- To develop funding proposals for equipment.

COMMUNITY SERVICES

- To establish a Community Services advisory committee.

- To implement orientation sessions for Community Services instructors.

- To strengthen the Community Services evaluation process to gain wider input.

- To develop rental agreements that are less costly, in order to keep fees low.

- To continue to computerize Community Services records including financial data.

- To develop a Community Services brochure providing information on on-site programs available to business.

STUDENT SERVICES

- To increase citizen educational participation and institutional FTE to 650.

- To expand recruitment activities involving state agencies and businesses.

- To increase the number of students served by job placement and career development programs.

- To begin consolidation of historical student data into a descriptive report for longitudinal research.

- To begin tracking SFCC graduates.

- To refine financial aid policies and procedures.

- To refine the scholarship program, providing incentives in service awards and enrollment management.

COMMUNITY RELATIONS

- To develop more feature stories on college activities, both locally and regionally.

- To review the usage of publications and consolidate as appropriate.

- To refine all institutional publications and documents for public use.

- To increase efforts in the area of public affairs programming through local radio and television talk shows and public service announcements.

FINANCES AND BUDGET

- To coordinate institutional budget planning and maintenance in all divisions of the college.

- To implement a timely budget process.

- To provide regular reporting of accounting for operational funds.

- To increase successful proposal writing for public and private monies.

ORGANIZATION AND ADMINISTRATION

- To continue North Central Association candidate for accreditation status through institutional self-study and evaluation.

- To create a priority listing of programs, services and equipment needs to be addressed through external funding sources over the next three years.

- To update the SFCC Board Policies and Administrative Procedures Manual.

- To initiate a student learning outcomes study and to identify other needed student follow-up studies and statistics.

PERSONNEL

- To refine and improve business office payroll and personnel procedures.

- To begin to devise staff development activities for all levels of personnel.

1984-1985 has been another year of rapid growth and development. Strong Board support, an outstanding, dedicated staff and faculty, and a supportive community continue to make the College's early successes possible.

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